



A Study of Organizational Variables And Personal Characteristics As Correlates of Absenteeism

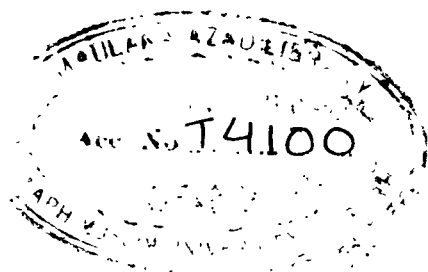
**THESIS SUBMITTED FOR THE AWARD
OF THE DEGREE OF**

Doctor of Philosophy
IN
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BY
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Under the supervision of
Dr. Shamim A. Ansari

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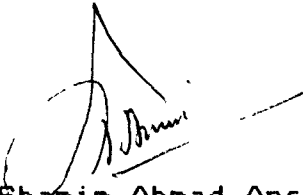
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TO WHOM IT MAY CONCERN

Certified that Miss Neelofar Akhtar has worked for her Ph.D. thesis on the problem entitled "A Study Of Organizational Variables And Personal Characteristics As Correlates Of Absenteesim" under my supervision as a regular student of this University and has completed the prescribed period. I am satisfied that her work is upto the standard, are recommended that Miss Akhtar be allowed to supplicate for the degree of Doctor of Philosophy in Psychology of the Aligarh Muslim University, Aligarh.


(Shamim Ahmad Ansari)
Reader in Psychology
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*Dedicated to
DADAJI
(Late Abdul Aziz Bhat)*

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better to thanks him language of silence. It was his good will, which stimulated me to complete this thesis.

I also offer my thanks to Mr.Suhail Ahmad who took the painstaking job of wordprocessing this work excellently.

A handwritten signature in cursive script, appearing to read 'Akhtar', with a horizontal line drawn underneath it.

(NEELOFAR AKHTAR)

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CHAPTER I
INTRODUCTION

INTRODUCTION

Life of modern men and women has become highly competitive and the struggle to compete each other is not merely limited to the social life but is witnessed more dynamically in the world of work. Today, life without work has no meaning, hence, work is life. The present era has witnessed working as an important element of one's adult-life. It does not merely provide money to people but also ensures social status, prestige, etc., and this is the reason that even the richest men in the world work.

"Man has progressed from savagery to civilization largely by learning how to release, direct and control the energies of inorganic matter. Progress towards a better civilization now depends largely upon his achievements in releasing, directing; and controlling the energies of man himself. In no place is this more apparent than in man's daily task of producing and distributing those material goods upon which his civilization depends. The disregard of a worker's capacity to feel, think, and grow is a subtle but menacing danger in breaking down his social and spiritual morale. To increase productivity, heighten job satisfaction, and raise the level of employee morale, it is necessary to arouse the intelligent interest of the employee. It is urgent to enlist his feelings as well as his abilities in his work.

The failure to do so will, at best produce an ineffective worker. At worst, it will transform the worker into an industrial rebel" (Vittles, 1962, pp.10-11).

Men and women are the finest creatures of God on earth. God taught them the ways to fulfill needs and desires. The concept of human motivation can be traced back from the history of Greek mythological concept of 'hedonism' which means that behaviour is directed towards pleasure and away from pain, though, this phenomenon is very much existent right from the very beginning of existence of mankind on earth.

Initially, the desires of men and women were limited to food, shelter, clothing etc., but gradually with the pace of technological development and subsequently social change created numerous human desires and the time came when growing psycho-social needs were found difficult to be met adequately because of the non-availability and paucity of various kinds of items for the service of mankind. Such conditions highlighted the need for mass production that looked forward the way by engineering the greatest invention of motor-engine which became the key dynamic force for pushing the wheels to move and consequently the emergence of industrial revolution was witnessed. Industrial revolution gradually changed the entire system of working, i.e., from the small unit at home to the larger organizational units; from centralized

organizational power control and work activity to decentralization, etc. Industrialization not only changed the system of working but it greatly influenced the society too in terms of thinking, attitudes, beliefs, values of work and life, etc. The development of small and large sized industries as a consequence of the industrial revolution made the working systems more and more complex depending upon the size of organizations. The major problem faced by industrialists was the problem of coordination among the various work activities both at horizontal and vertical levels for meeting organizational objective which is usually referred to higher productive output of industrial organizations. Earlier, production-oriented (Taylor, 1901) managerial strategy was believed to be an effective technique for attaining desired objectives but later, the happenings in the industrial organizations shaken the efficacy of the above strategy and as a result of the work of Elton Mayo (1924) employee-oriented managerial strategy came into prominence. The work of Elton Mayo on physical working conditions and later on his individual effort combined with the efforts of Roethlisberger and Dickson gave rise to the movement called "human relation movement" which was at its peak during 1930's to 1950's. This movement changed the entire orientation in the history of industrial psychology from management oriented system (Taylorism, 1901), to employee oriented system. Since

then, the emphasis was being given on humanizing work culture and still it continues to be the point of attraction for management on which today's managerial strategies are generally based.

It is a matter of great concern that men's association with industrial organization is not only limited to the work or task they are doing but their entire activities at work are highly influenced by off-the-job conditions too, especially the conditions at home. Both these conditions either independently or in conjunction with each other become instrumental for absenteeism behaviour.

Since the time immemorial the phenomenon of absenteeism is very much existed. In the olden days absenteeism behaviour occurred very informally. In the modern-era work became a major source of earning, it made the entire work more formalized and under the conditions of increased formalized interpersonal relationship men's behaviour and activities became more and more calculative, materialistic and egocentric in nature, hence, accounted for absenteeism behaviour. Nowadays, absenteeism is being considered very seriously as it is most likely to influence industrial productive efficiency adversely. It is pertinent to mention here that the phenomenon of absenteeism does not only exist in Indian industries but it is a global problem. In other words it can be said without any reservation that wherever

the men are engaged in working, the phenomenon of absenteeism will also persist because psycho-physical make-up of men personality is a complex system as they simultaneously possess attitudes, reactions, emotions, temperament and other traits and imbalances in these are most likely to generate conflict, anxiety, stress and frustrations which may cause for absence behaviour from work. The term absence means staying away from work irrespective of it being either authorized or unauthorized or it is a voluntary or involuntary behaviour of the employees. Whatsoever the reasons are, staying away from work and unwillingness to join the work in a particular time or period is a definite employees' behaviour causing for detrimental influence on organizational efficiency. Contrary to the afore-mentioned behaviour Vaid (1966) suggested the meaning of absenteeism as an unauthorized stay away from work. According to him unauthorized absence encompasses all cases related to work. He contended that the worker knows about his absence but he fails to report for duty and as a consequence the employer does not have prior information about the workers not reporting for work, hence, he considered this condition as absence. But in view of the present investigator this merely projects the behaviour of a chronic absentee.

As a consequence of experience and close observation it has been found that employees differ in their behavioural

patterns related to absenteeism. In the light of such observations it is noticed that employees may be classified as chronic absentees and non-chronic absentees. Chronic absentees are habitual of staying away from work irrespective of the conditions of authorized and unauthorized absence. Chronic absenteeism is a state of behaviour in which an employee is prone to remain absent from work, hence, 'chronic' absentees need special kind of counselling and treatment.

According to Vaid (1967) chronic absentees have been found to be engaged in several social and cultural activities for status, power, recognition, money, etc., and they are generally passive and do not realise their responsibilities. Vaid also emphasizes, the chronic absentees in some cases stayaway from work for the reasons of ill health, weak constitution, and just old age. Yet they are compelled to hold on to work for economic reasons.

In the opinion of Chadwick, Brown, and Nicholason (1973) absenteeism raised two major problems from psychological point of view. One of the problems highlighted is that it is a voluntary behaviour whereas, the other dimension of the problem is determined from the relationship between absenteeism and job satisfaction. It is beyond doubt to say that absenteeism is one of the major problems of industries located in developing and underdeveloping

countries. It is likely to have inverse relationship with inefficiency and indiscipline. However, absence behaviour cannot be completely eradicated but absence management mechanism can reduce such a behavioural tendency upto a manageable extent.

On the basis of the review of literature Breaugh (1981) pointed out that the phenomenon of absenteeism is still neither well understood nor accurately predicted. In the light of the Breaugh's contention as well as in the opinion of the present investigator the phenomenon of absenteeism seems to be a complex problem to be resolved and moreover, to decide that what criteria be evolved for understanding and measuring absenteeism. There is a controversy regarding absenteeism as Vaid (1967) has already advocated that only unauthorized staying away from work be considered as absenteeism but to the present investigator authorized absences should also be considered as absence. However, it is worth-mentioning here the criterion opted by Breaugh (1981) that plainly total number of days absent are to be taken as an index of absence rate. To the present investigator, Breaugh's criterion regarding the determination of absenteeism is highly convincing Vaid's distinction between absence and absenteeism seems to be only true for distinguish between general absentees and chronic absentees.

Coming back to the contention that staying away behaviour from work irrespective of authorized or unauthorized conditions is a clear cut state of absence behaviour though, it is a common belief that permissible leaves under rules can be claimed as a matter of right which cannot be put under the category of absenteeism as for example, casual leave, earned leave, medical leave, etc. We have a strong reservation against the above belief and consider absence always an absence either it is occurred within the legitimate or illegitimate frame of work rules. This contention has a rational basis which gets its explanation in different theories of job motivation and satisfaction. Vroom's (1964) instrumental theory best explains to the processes involved in deciding the course of action. Vroom's theory states that perceived expectancy of the outcome/outcomes of an action and its related valence become instrumental for human motivation. Higher perceived expectancy of an action outcome and outcome bearing high positive valence is likely to enhance job motivation and job involvement but contrary to it, low perceived expectancy of an action outcome and outcome bearing no or low attraction (valence) is a condition which may lead to dissatisfaction, low motivation, low job involvement, stress, frustration, etc. This latter condition is most likely to be a condition causing absence behaviour and in the worst case employees

turnover. It is to say in a more precised words that any anticipated outcome of an action likely to be attained upto desired level will produce higher valence or attraction for job incumbents and subsequently would lead employees to remain on the job but the picture of the other side of the coin is that lesser the valence greater the absenteeism is likely to occur.

Similarly, Adam's equity theory refers human motivation and satisfaction interms of input/outcome ratio. The theory explains that an individual does not only consider his own input/outcome ratio for experiencing satisfaction-dissatisfaction but he also compares his own ratio with the other comparable individuals and groups. When input/outcome ratio is perceived lesser compare to other similar individual or group then inequity is created that may lead to tension, frustration, anxiety, etc. and these sometime become instrumental for absence behaviour.

It is amply clear from the explanations given in the preceding paragraphs that how employees develop their attitudes toward work and the type of attitude enforce them either to remain on the job or to remain absent from work. It is, indeed, irrational to say that man does not have to perform any other activity except work in his day to day life. People may have some personal or unofficial work to be carried out on working days and as a consequence may seek

sanction of leave/leaves but it has always been important for the employees to decide whether situation compelling for leave can be avoided or unavoided might seem to be largely dependent upon the values employees give to their job. Higher the value attached to work, lesser the absence is likely to occur. Theories and approaches of job motivation explaining motivational behaviour at work directly or indirectly hit on the idea that the process of motivation only starts when there is any organismic deficiency or urge. The phenomenon of motivation is a goal directed activity hence, adequate feeling of need fulfilment strengthen the course of action to be taken in future but in case the goals are thwarted, unattended or inadequately fulfilled are most likely to have detrimental effects like tension, frustration, dissatisfaction etc., sometimes these alone or in some instances these in conjunction with each other may become instrumental for absence from work behaviour. The above few lines engineered the idea that healthy and enriched quality of work life (QWL) helps the employees to feel the job or work activity enjoyable but poor working conditions and broadly speaking, poor QWL keep men to experience pain, frustration and tension which men by nature like to avoid by way of keeping themselves absent from work.

Having given a detailed explanation about the nature of absenteeism and its consequences in a theoretical framework,

it is now needed to present a description of relevant survey of literature regarding absenteeism studies in relation to personal characteristics and organizational variables. But before going into the details of the available researches it is well in time at this juncture to point out the objectives of the present study which has been carried out on production line workers. The aim of the study is to investigate organizational variables and personal characteristics as correlates of absenteeism. Therefore, the effort of the present investigator will be concentrated over to give the details of the survey of literature especially with regard to these two variables if any, and other absenteeism studies which have already been done in relation to other variables in general.

To start with, it is significantly important to mention here one of the articles of Chadwick, Brown and Nicholson (1973) who have pointed out in the light of an extensive survey of literature over the periods of last twenty years before 1973, that more than hundred publications have indicated the relationship between absenteeism and number of other factors like personality variables, supervisory styles, the size of the work group and the length of work hours. The present investigator has also made a detailed survey of available researches conducted so far on absenteeism specially after (1973) till date and found the researches

almost on the same line but recently, some studies have undertaken new approaches for studying absenteeism which seem to widen the sphere of knowledge in this area.

It is emphasized, time and again that the present endeavour was made to study organizational variables and personal characteristics in relation to absenteeism which clearly emphasise that the exposition of the studies regarding organizational variables to be considered first and then the studies related to personal characteristics. It is, indeed, important to note here that organizational variables are important to effect human behaviour at work. The emphasis of the modern management is to create such an organizational and working conditions which may compel to the employees to get motivated towards work rather the management to evolve coercive methods for forcing the employees to work effectively. Hence, organizational variables which are totally under the control of management play a very significant role for enhancing all round interest and motivation among job incumbents for productive efficiency. The importance of organizational variables will be amply clear from the studies conducted so far in relation to absenteeism.

Baum, Blood, and Stuart (1975) conducted a study on impact of organizational control policy on absenteeism. They

obtained that a control policy based on legal compliances significantly improved attendance and performance and did not alter satisfaction levels. The study conducted by Singhal (1976) studying the relationship of need fulfilment with absenteeism has reported that high absentees were less satisfied with autonomy and self actualizing needs. Singhal further reported high absentees as showing the sign of high anxiety and negative correlation with interpersonal perception, interpersonal communication, and group cohesiveness.

In the study conducted by Dittrich and Carrel (1979) on organization equity perception, employee job satisfaction, departmental absence and turnover rates and according to them employees perception of equitable treatment were found to be stronger predictors of absence and turnover than job satisfaction variables.

Cheloha and Farr (1980) studied absenteeism, job involvement and job satisfaction in an organizational setting and they on the basis of their findings stated, "it appears that the variance in the relationship between absenteeism and job satisfaction can be explained by the mediating influence of job-involvement".

Hammer, Landan and Stern (1981) on the basis of their obtained results noted that absenteeism is affected primarily

by organizational and financial commitment and moreover they stressed that job-satisfaction is not a predictor of absenteeism.

Bhatia and Valecha (1981) in the light of the review of their, research findings on absenteeism indicated that workers' absenteeism is related with personal factors such as family size, travel distance to workplace, anxiety, and accident frequency. They also witnessed from the survey of their research findings that in most studies absenteeism has been found inversely related to job satisfaction, perception related to working conditions and lower perceptions about job status. These studies also revealed that larger work units are related to increased worker absenteeism probably, due to lower group cohesiveness, higher task specialization and poor communication. Chronic absentee's in the review of research findings were found to be tending to show lesser inclination towards mobility within the organization and a higher rate of turnover. They suggested in the light of the various research findings that employees participation in decision making and behaviour modification programmes are the best ways for reducing absenteeism successfully.

Trivedi and Srivastava (1981) found support to their hypothesis that job anxiety is positively related to absenteeism and that high job anxiety leads to high absenteeism and low-job anxiety to low-absenteeism.

In 1982 Markham, Danserean, and Alutto conducted a study and reported that the evidence could not be found in support of the relationship between the size of different groups with their absenteeism rates.

In one of the studies conducted by Ugur (1982) for investigating the relationship between job-satisfaction and absenteeism on the sample of both blue-collar and white-collar workers, it has been reported that inadequate or unsatisfactory promotional opportunities as well as job insecurity are likely to be the important attributes of high absenteeism among white-collar subjects. On the other hand, low pay, inefficient supervision and selfishness among co-workers have been found to be the significant sources of absenteeism for blue-collar subjects.

A study of Moshe and Nechama (1983) on the influence of flexible working time on satisfaction and absenteeism rates and absenteeism rates, were found significantly lower under the flexible than the rigid work schedule and moreover, they pointed out that married women and mothers had the lowest rates of absenteeism under flexible work schedule.

A very interesting study has been conducted by Miller (1984) on the effects of employer-sponsored child-care programme on employee absenteeism and the obtained result

suggested that employer sponsored child care reduces workers' absenteeism and tardiness. Such facility also enhances workers productivity although, job satisfaction is not supported by the present piece of research.

In the light of the Miller's (1984) findings that employer sponsored child care programme reduces absenteeism also give support to the findings of Moshe and Nechama (1983) who pointed out the importance of flexible work time which reduces absenteeism compared to rigid work schedule. Moreover, under flexible work-schedule married women and mothers had the lowest rates of absenteeism. Both the above studies encompass the notion of married working women who have the responsibility of home affairs specially of the child care if they have. It seems to be highly beneficial for married working women if sponsored child-care programme is being run by any organization, otherwise flexible work schedule will seem to be necessarily significant for striking the balance between the affairs of on-the-job and off-the-job conditions.

In one of the studies done by McGuire and Joseph (1987) that was conducted on the similar problem as have been studied by Moshe and Nechama (1983) but McGuire and Joseph obtained contradictory result and they found no reduction in absenteeism among the true flexible group then the group

working under staggered with a fixed time and showed lower rates of absenteeism.

William and Stephen (1987) on the basis of their results advocated that organizational commitment and stressful life events are more likely to have greater impact on the rates of absenteeism behaviour.

An investigation undertaken by Brook and Price (1989) studying the determinants of employee absenteeism and they reported significant positive direct influences of kingship responsibility, organizational permissiveness, role ambiguity and involvement and moreover, they reported negative direct influences of centralization, pay, and job satisfaction on absenteeism.

Recently, Mathieu and Kohaler (1990) made an investigation on cross level examination of group absence influences on individual absence and they concluded that there is a group level absence effects on the individual absence time-lost metric although, not for the frequency metric.

Having given a comprehensive description of available survey of literature with regard to the organizational variables it is necessarily important to give the description of the studies related to personal variables as these also

may account for absenteeism and moreover personal characteristics have been of major concern in this study.

Scores of studies have tried to investigate the effect of personal factors on absenteeism. Inconsistent results of the effect of age, experience, number of dependents, and income on absenteeism behaviour have been witnessed (Sinha & Singh, 1961; Butani, 1970; Sharma, 1970; Koshal & Koshal, 1973; Indane & Khisty, 1974; Sinha & Gupta, 1974; Singh, 1976; Bhatia & Valecha, 1978; Pais, 1981; Ails, 1986). From amongst the above studies, a study conducted by Sharma (1970) revealed that absenteeism increased with the increasing number of children. According to one study conducted by Pais (1981) a very unusual result has been obtained that increasing income determines high absenteeism rate. The finding of Pais definitely seems to be unusual but may not be beyond logic. In the opinion of the present investigator inflated or surplus income may keep some of the employees engaged in social and political activities and for some it may lead to higher involvement and commitment with the job and with the organization at large, hence the former may account for increasing trend in absenteeism rate.

Many researchers in their studies have investigated the relationship of absenteeism with job satisfaction, job involvement, work commitment, organizational commitment, job anxiety, and stress, etc. Nicholason and Brown (1966) have

pointed out their doubt on the basis of empirical findings about job dissatisfaction as a major source of absenteeism, hence, popular belief that job dissatisfaction is a major cause gets shaken. Nicholson and Brown concluded that job dissatisfaction and absence from work are independent to each other.

Cheloha and Farr (1980) have reported that absence has been found to be related with job involvement but highly unrelated to job satisfaction. Hackett and Guion (1985) on the basis of factor analysis of inter-correlation among absence measures provided tentative support for voluntary-involuntary absenteeism distinction. They reported absenteeism unrelated to satisfaction. This finding is in consonance with the finding of Cheloha and Farr (1980) who too reported absenteeism having no relationship with job-satisfaction.

Taylor (1985), contrary to the findings of Cheloha and Farr (1980) and Hackett and Guion (1985), obtained stronger relationship between job-satisfaction and absenteeism. A micro analysis of the data of Taylor's study revealed the strongest associations between (1) employee absenteeism and satisfaction with the work itself, (2) absence frequency and satisfaction with co-workers, and (3) absence frequency and overall job satisfaction.

Laldas (1984) made an extensive study for identifying the factors affecting absenteeism. The factors taken include job attitudes, company satisfaction and interpersonal relations. While concluding the results Laldas noted that unfavourable attitudes towards work lead to chronic absenteeism. Company satisfaction in his study was also found to be related to absenteeism. Similarly, Trivedi and Srivastava (1981) studying the relationship between job anxiety and occupational stress found their results supporting the hypothesis that job anxiety is positively related to absenteeism and that high job anxiety leads to high absenteeism and low job anxiety to low absence behaviour. Robert and Janet (1985) studied the relationship between absenteeism and occupational stress and found almost similar result as mentioned above.

Nicholson, Brown, and Chadwick (1977) investigated work absenteeism in relation to biographical variables on one thousand twenty-two blue-collar production workers. They found age, and length of service inversely related to absenteeism. It was further observed by them that inverse relationship was more stable and reliable for age than job tenure.

On the basis of the study, Steers and Rhode's (1984) have emphasized the dominant influence of age and tenure on absenteeism.

Like other studies Hackett (1990) obtained age and a modest relationship with avoidable absences whereas age and tenure were found to be unassociated with unavoidable absences but sex was identified as a moderator.

Recently, on the basis of a longitudinal examination by Leonard, Dolan, and Are (1990) it was found that peak absence frequencies were recorded during the winter season, the lowest frequencies occurred in summer. These trends were found less prominent with the time-lost measure, only the seasonal differences remained sufficient.

Having given a brief survey of available literature, it is now inevitably important to mention the relevance of the present investigation in the light of the studies conducted so far in the area of work absence behaviour. Stating the significance it is to say here with quite rationality that today job life of modern men and women has emerged as a necessary way of life style. Therefore, when people are coming together along with their emotions, temperaments, attitudes, reactions and other personality traits for fulfilling a single organizational objectives then they sometimes experience dissatisfaction, maladjustment, etc. in the course of their interpersonal perceptions and relations which enforce people to stay-away from work and occurrence of

its greater frequency become detrimental for organizational productive efficiency.

In the light of the above contentions work absence studies have always been a necessary task for the organization to reduce or eliminate the conditions causing absence behaviour. The present study was taken-up as a challenge for investigating simultaneously both organizational variables and personal characteristics as sources of absenteeism in a large public sector. The study has been unique in the sense that at a time both organizational variables and personal characteristics have never been studied at least in the Indian context. Similarly, the other significant aspect of this study is that it has taken the sample which has not been covered earlier as the employees working in Kashmir valley are definitely different in their psycho-social make-up and geographical conditions as well.

The above contentions are now to be concluded by saying that the present investigation will definitely fill the void of knowledge in this area which may pave the way for exploring further research in this area in future.

CHAPTER II

METHODOLOGY

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METHODOLOGY

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Scientific precision and reliability of results in any study largely depend upon the efficacy and suitability of the strategy adopted for investigation. Methodology is like a blueprint of an architecture based on a systematic programme that helps a researcher to proceed smoothly in quest of undertaking study from its beginning to end. It is, therefore, very important to plan a programme before carrying out research. The present investigator had also taken serious steps in the formulation of research methodology keeping in view the proposed problem entitled, "A Study of organisational variables and personal characteristics as correlates of absenteeism".

In the light of the afore-mentioned contentions a great difficulty was visualised in the planning of methodology specially with regard to the recording of absence nature and the total number of days absent from work but investigators' continuous and concerted efforts led to resolve some sort of hurdles which however, could not have been possible without the help of HMT authorities who sanctioned permission for undertaking study and had extended official help too. The details of the methodology employed in this study is being discussed below.

Sample

It has always been difficult or rather impossible task for any researcher to cover the whole population for the purpose of study, hence, sample from a given population is used. A sample is a miniature population which should represent adequately the entire population. The research topic of the present study had warranted to choose the sample from amongst the population entrusted with certain work responsibilities directed to achieve stipulated organizational goals. Therefore, sample of this study was randomly drawn from HMT-a big public enterprise situated in the outskirts of Srinagar.

In the mid-sixties, the Government of India decided to set up a watch factory in Kashmir valley in the vicinity of Srinagar as a part of over-all programme towards an organized industrialization of the area. The project was approved by the Government of India in June, 1970 and soon after the work was started for establishing the factory at Zainakot near Srinagar city. The organization with the investment of a capital of Rupees 675 lakhs had stimulated the process of industrialization in the valley. The unit had provided employment initially to about 1,200 persons, of which nearly 320 were females. In view of the cold weather of Srinagar during the major portion of a calendar year, the entire

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factory was built centrally heated to provide warm atmospheric condition to employees in the cold weather. HMT, at present, employees approximately 1,500 workers at all levels, i.e., from the top position of General Manager to the lowest position of production line workers. Every worker had been receiving minimum Rs.1600/- per month by the end of 1989 when the data collection came to the end.

Sample of the present investigation consisted of 300 male and female employees engaged in production line. These workers have a different grade ranging from WG-1 to WG-5 and the promotion to them in the various afore-mentioned grades are generally given after every two and a half years which is awarded to them on the basis of overall performance evaluation but when they reach to the grade position of WG-5 majority of them experience stagnation. It is worth-mentioning here that change in grade is only the mode of perceived promotion of these employees as their status and nature of work remains the same.

A very few aforesaid employees get a chance to hold the position of supervisor which is rarely held by any one in the whole job tenure. The breakup of the sample has been given in Table 2.1.

TABLE 2.1
Showing the breakup of the Sample

Sex Group	Sample Size
Male	105
Female	195
TOTAL	300

Irrespective of sex difference the sample does not seem to be highly educationally qualified. Majority of them are matriculate and a few are diploma holders. However, after recruitment for the job every one has to undergo a training programme which equip employees to develop technical skill to perform job effectively. The information about the respondents' biographical characteristics have been supplied in Table 2.2.

TABLE 2.2
Showing Biographies of the Sample

Sex Group	Average Age in years	Average Job tenure in years	Average No. of depen- dents	Average Income in Rs.
Male	31.42	8.17	5	2130.47
Female	30.68	9.53	6	2385.12

According to the conventional rule when a worker joins the organization at production line his job starts from WG-1 and after 2 1/2 years he gets promotion and to the next higher grade i.e., to WG-2 and may climb upto the grade of WG-5. It has already been mentioned earlier that employees may get promotion to the position of a supervisor but it is rarely attained. The promotion to the supervisory level does not only depend on tenure but also on employees' productive skill, efficiency, their level of interest, enthusiasm to seek voluntarily additional responsibilities, and their level of interpersonal behaviour, etc. Promotion is a sort of reward for encouraging those who make a successful effort to increase their skill and try their level best to enhance and maintain higher level of productive efficiency.

The work nature of employees working in assembly and escapement sections, is different from each other but their work activities are highly inter related and the achievement of the organizational productive targets is only possible through coordinated activities of the employees working in the two different production line sections. According to the rules of the organization, workers have to work for six days a week. The employees of the factory are eligible for the different categories of leaves as earned, casual and sick leaves. Earned leave is 2.5 days per month, i.e. 30 days per year and the maximum accumulation is 90 days. The limit may

be raised to 120 days in special cases with the permission granted by the General Manager. Casual leaves of 10 days per calender year are admissible to all employees. Sick leave of 10 days per calender year is allowed to all employees. Women employees are not covered by the ESI scheme and they are also eligible for maternity leave with full pay for a maximum period of six weeks. Crossing the limit of these leave if an employee remains absent from work he suffers in pay deduction.

Collection of Data

It has been pointed out earlier, that the data for the present study were collected from HMT, Srinagar. For this purpose the investigator had taken prior permission from the Company's competent authority and the schedules for data collection were strictly predetermined by the company authorities. The present investigator visited to the organization every day from 9.00 AM to 5.00 PM but most of the data were usually collected during lunch and tea breaks.

Description of tools

Questionnaire since long has been a favoured instrument for psychological studies. There has not been any single psychological test which can tell about all aspects of behaviour. Since human being is a composite of numerous

behaviour so, for testing each behavioural aspect an independent psychological tool is used. Developing questionnaire and other psychological tools, is a painstaking process as standardization of a psychological test must conform its various aspects like reliability, validity which determine the efficacy and proficiency of a psychological test. Hence, it is important that there must be an adequate selection of psychological tests to be used for behavioural investigation. A comprehensive detail of the measures used in the present investigation follow.

Measure of Absenteeism

It has been usually found extremely difficult to gather information regarding the rate of absenteeism. Since the present report is based on the data collected from a larger organizational unit of a public sector namely, HMT, Srinagar, so with the help of the administrative personnel the data collection pertaining to the nature and the rate of absenteeism could be done. The present investigator only collected the year-wise information of the three consecutive years from 1987 to 1989 and as have already been indicated earlier that plainly total number of days absent in a year was recorded irrespective of the controversy of authorized or unauthorized absence. There is no hesitation to point out here that recording monthly detailed information for each and every employees' nature and duration of absenteeism, is not

only a difficult task but a task which has been rather experienced impossible. Absenteeism record has been covered with the informations of the individual biographies (see Appendix III).

Inventory covering organizational variables and personal characteristics

Since the purpose of the present study was to see the influence of personal characteristics and organizational variables on absenteeism, so, an extensive spade work was carried out for the preparation of the inventory covering both organizational and personal factors. Organizational variables covered in the inventory are economic factors, level of autonomy for exercising authority and power, opportunity to learn new skills, chances for fulfilling selfactualizing need, level of participation in decision making and level of job security, etc. On the other hand type of relationship with fellow-workers, feeling of respect at work, autonomy for self-expression, etc. are the factors covered under the dominance of personal characteristics. (See Appendix-I).

To each of the above organizational variables and personal characteristics employees were required to respond either in 'Yes' or 'No' where response 'Yes' referred to the source of absenteeism and 'No' to having no influence on

absenteeism. Moreover, in case of 'Yes' responses subjects were also required to give their personal experiences that to what extent these factors could have been either avoided or unavoided in the given situation on a 5-point scale ranging from highly avoidable to highly unavoidable.

Apart from the aforementioned inventory one more independent measure was administered for predicting its relationship with absenteeism.

Work Identification Scale:

Work identification is a psychological dimension which can be taken as an aspect of personal characteristics because identification with the work is solely an individual's personal perception based on his perceived experiences in the work context. It is being visualized that work identification being psychopersonal variable would be having its influence on absenteeism. The scale used has been developed by Shrivastava and Dolke (1978). The items included in the scale pertained to two important aspects of work, i.e. (1) importance attached to work and (2) satisfaction of needs through work. To ensure equal emphasis on the two facets of work identification, equal number of items (six each) have been included in the scale (see Appendix-II). The items included in the scale are both negatively and positively phrased and the subjects were required to respond on a 5-point scale ranging from scale value of '1' referring to

'high disagreement' to the scale value of '5' referring to 'high agreement' passing through the value of '3' indicating to 'neutrality' and similarly scale value of '2' and '4' referring to 'disagreement' and 'agreement' respectively. The scoring of the positively phrased items were done by adding the scores given to various statements, but the scores were reversely counted in the case of negatively phrased items. In such a manner scoring of the scale was done. The pattern of scoring clearly state that high score of the scale is indicative of high work identification where as low identification is indicated by low score.

It is worth-mentioning that authors of the work identification scale had simply developed the scale for the purpose of their project which was carried out on Ahmedabad Textile Industry's workers. They had not reported the reliability and validity of the scale. Later, Ansari (1988) while using this scale had obtained the reliability as well as the validity of the scale. The split-half reliability as obtained and reported by Ansari is $r = .82$ which is sufficiently high to prove the scale reliability. For finding out the validity, Ansari (1988) had obtained the correlation between the scores of Lodahl and Kejner's (1965) job involvement scale and the work identification scale. The obtained value $r = .75$ was found to be quite high for inferring the validity of the scale too.

Biographical Information Blank:

Some more personal characteristics have been taken in the study which were recorded by obtaining biographical informations from the respondents. Therefore, biographical information blank was prepared (see Appendix-III) and used for recording respondents age, job-tenurer, income, etc. in addition to the various scales which have already been discussed above in detail.

Hypotheses

Following null-hypotheses have been framed.

Hypotheses related to Organizational Variables

- (Ho1) The amount of fringe and benefits will not be related to employees absence from work behaviour.
- (Ho2) Amount of freedom (autonomy) at work will not be related to employees absenteeism.
- (Ho3) The opportunity to learn new things at work will not be related to work absenteeism.
- (Ho4) Autonomy to accomplish something worthwhile at work will not influence employees absenteeism at work.
- (Ho5) Employees participation in decision making will not determine the behaviour of absenteeism.
- (Ho6) Amount of job security will not be related to employees staying away behaviour from work.
- (Ho7) Income will not influence absenteeism.

Hypotheses related to personal characteristics

- (Ho8) Need satisfaction through work facet will not influence employees absenteeism.
- (Ho9) Importance attached to work will not be related to absence from work behaviour.
- (Ho10) Work identification will not influence absenteeism.
- (Ho11) Friendliness with co-workers will not be having any influence on absenteeism.
- (Ho12) Perceived feeling of respect from supervisors and co-workers will not be related to absence from work behaviour.
- (Ho13) Perceived feeling of worthiness will not affect the behaviour of absenteeism.
- (Ho14) Perceived relationship with supervisors and co-workers will not influence employee absenteeism.
- (Ho15) Age will not be related to employees absenteeism.
- (Ho16) Job tenure will not influence the behaviour of staying away from work.
- (Ho17) There will be no relationship between employees' past and present absenteeism.

Statistical Analysis

Scientific explanation of any finding is not possible unless some statistical treatment have been given to the data obtained. Statistics provides a very clear picture of the results only in the form of its numerical values.

Therefore, statistical treatment to the data obtained is inevitably necessary to become sure about the reliability and the patterns of results as well.

In the light of the objectives of the study hypotheses were framed to be tested. Thus, adequate statistics were chosen to test the various hypotheses. The details of the statistics used in this investigation are given below:

In order to understand the relationship of numerous personal characteristics like age, job tenure, perceived relationship with supervisors and co-workers, feeling of worthiness, etc. and organizational variables like income, amount of fringe and benefits, participation in decision making, and amount of job security, etc., product-moment coefficient of correlation (Garret 1966 pp.134-139) was used.

Percentages have also been used for obtaining employees' ratio of giving reasons to the various personal and organizational factors as the sources of absenteeism though, percentage being an important technique in some of the instances, is not a sophisticated statistical method. Moreover, chi-square statistics (Siegel, 1956, pp.45-51) has also been applied to predict employees' absenteeism behaviour from the consistency in their past absenteeism behaviour.

CHAPTER III

RESULT

CHAPTER III

RESULT

Absenteeism is one of the important problems of industrial organizations today. This phenomenon has generated a very serious concern for management of different productive organizations. Today, modern organizations do not merely determine employees efficiency in terms of the rate of production as well as the quality of the products but in addition to the quality and the rate of production, organisations emphasise employees' discipline and regularity on the job as equally important aspects for evaluating employees efficiency in any productive organisation. Since, discipline and regularity of employees at work are being seriously considered for determining work efficiency so, the phenomenon of absenteeism is definitely a major focal point to be taken care of. Studies have revealed various physiological psycho-social, and organizational variables responsible for absenteeism behaviour. Factors influencing absence from work behaviour have been discussed in the first chapter of this report. It is evident from the survey of literature that personality characteristics as well as organizational variables have not been thoroughly studied either independently or in conjunction with each other

especially in Indian context on the sample which has been studied in the present investigation.

The present research was proposed to study the impact of personal and organizational factors on absenteeism. Numerous statistical treatments have been given to the data obtained in order to find out the results. Correlational technique was applied to obtain the relationship of organizational factors and personal characteristics with the behavioural rate of absenteeism. Percentages have been calculated for obtaining the sample ratio attributing the factors as sources of absenteeism. And similarly, chi-square values were calculated of each employee from the scores highlighting the rate of absenteeism during three consecutive years for predicting future pattern of absenteeism behaviour.

Table 3.1

Showing relationship of each organizational factor with absence behaviour in the three consecutive years separately with their average.

FACTOR NO	GIVEN YEAR	CORRELATION COEFFICIENT
1. Amount of Fringe and Benefits	1987	-0.0216
	1988	0.0259
	1989	0.139
	Average	0.050
2. Amount of Freedom at Work	1987	0.083
	1988	0.087
	1989	-0.049
	Average	0.082

3. Opportunity to Learn New Things at Work	1987	0.109
	1988	0.068
	1989	-0.027
	Average	0.081
4. Autonomy to Accomplish something worthwhile at work	1987	0.089
	1988	-0.011
	1989	-0.105
	Average	-0.010
5. Participation in decision making	1987	0.096
	1988	0.014
	1989	-0.102
	Average	0.014
6. Amount of Job-security	1987	0.146
	1988	0.019
	1989	-0.057
	Average	0.044
7. Income	1987	0.118
	1988	0.081
	1989	-0.016
	Average	0.096

In Table 3.1 correlational values of certain organizational factors have been given. It is evident from Table 3.1 that 'amount of fringe and benefits' is correlated with the rate of absenteeism occurring in 1987, 1988, 1989 and their average and the correlation found are $r = .0216$, $r = .0259$, $r = .139$ and $r = .050$, respectively which are highly insignificant even at .05 level of significance, thus, hypothesis H_01 stands accepted (see on page no.33).

The second organizational factor, that is, 'amount of freedom (autonomy) at work' has not been found significantly

related to absenteeism too as obtained correlational values $r=.083$, $r=.087$, $r=-.049$ and $.082$ for 1987, 1988 and 1989 respectively are very low, hence, hypothesis Ho2 (page No.33) that 'amount of freedom at work will not be related to employees absenteeism' is accepted. Another organizational variable "opportunity to learn new things at work is not found to elicit any influence on absenteeism behaviour as calculated correlation values ranging from $r=-.027$ to $r=.109$ have been rendered insignificant. Thus, Ho3 (given on page 33) is found accepted.

It is also clear from the Table 3.1 that 'autonomy to accomplish something worthwhile at work' is unrelated to absenteeism behaviour as $r=.089$, $r=.011$, $r=.105$, and $r=-.01$, for the absence rate occurred in 1987, 1988, 1989, and their average respectively are quite low. Therefore, hypothesis Ho4, i.e., autonomy to accomplish something worthwhile at work will not influence employees absenteeism from work, has been found to be accepted. It is important to mention here that the trend of relationship between 'autonomy to accomplish something worthwhile at work' and absenteeism behaviour are almost inversely related but since, the correlational values are very low hence, obtained values fail to elicit any significant relationship between the two variables.

'Participation in decision making' is one of the other organizational variables which has also been correlated with the employees absenteeism behaviour occurred during the three consecutive years and their average. The obtained correlations ranging from $r=.014$ to $r=-.102$ have been found similar to the above results which are highly insignificant even at .05 level of confidence. Thus, hypothesis Ho5 (see page 33) stands accepted as both the variables, namely, participation in decision making and absenteeism behaviour have been found independent to each other.

Like the above organizational factors, 'amount of job security' has also been found unrelated to absenteeism behaviour which occurred during 1988, and 1989 except the absenteeism behaviour for the year 1987 as the latter's (its) obtained correlational value $r=.146$ has been found statistically significant at .05 level. Therefore, hypothesis Ho6 stands rejected for the year 1987, and found to be accepted when 'amount of job security' was correlated with the frequency of absenteeism behaviour of 1988, 1989 and with the average of all the three consecutive years. In the light of the overall picture that emerged out of the patterns of correlational values, it can be presumed in general conditions that job security is most likely to be unrelated to absenteeism behaviour thus, the hypothesis that amount of

job security will not be related to employees staying away behaviour from work stands accepted.

'Employees income', - an organizational variable is found to be highly unrelated as correlational values ranging from $r = -.06$ to $r = .118$ are found to be very low even at .05 level of confidence. Therefore, hypothesis Ho7 that income will not influence absenteeism (see page no.33) is being accepted.

In Table 3.2 correlational values depicting the relationship of numerous personal characteristics with the behaviour of absenteeism have been given. It is evident from the table that nine personal factors have been correlated

Table 3.2

Showing relationship of each personal characteristics with absence behaviour in the three consecutive years and with their average

FACTOR NO	GIVEN YEAR	CORRELATION COEFFICIENT
1. Need Satisfaction through work	1987	0.047
	1988	0.152
	1989	-0.001
	Average	0.135
2. Importance Attached to work	1987	0.058
	1988	0.096
	1989	0.051
	Average	0.107
3. Work identification	1987	-0.029
	1988	0.073
	1989	0.120
	Average	0.081

4. Friendliness with coworkers	1987	0.007
	1988	0.093
	1989	0.030
	Average	0.085
5. Respect from supervisors and co-workers	1987	0.090
	1988	-0.020
	1989	-0.125
	Average	-0.022
6. Feeling of worthiness at work	1987	-0.061
	1988	0.071
	1989	0.048
	Average	0.049
7. Perceived relationship with Supervisors and co-workers	1987	0.040
	1988	0.023
	1989	0.040
	Average	0.041
8. Age	1987	-0.049
	1988	0.002
	1989	0.035
	Average	-0.004
9. Job-Tenure	1987	-0.043
	1988	0.014
	1989	-0.057
	Average	-0.017

with absenteeism behaviour. Among these nine variables, three factors are psycho-personal in nature. These psycho-personal factors are - 'need satisfaction through work' - facet, 'importance attached to work' -facet, and 'work identification' as a whole. The trend of results obtained will be now presented in the paragraphs to follow.

Personal factor namely, need satisfaction through work has been found to be unrelated with absenteeism behaviour

occurring in 1987, 1989 and the average of all the three consecutive years (i.e. 1987, 1988 and 1989) as obtained correlational values $r=.047$, $r=.001$ and $r=.135$ are quite low which fail to prove any significant relationship except for the year 1988 in which year the rate of absence behaviour have been found to be determined by 'need satisfaction through work' as its value $r=.152$ has been found to be significant at .05 level. On the basis of the obtained significant relationship of 'need satisfaction through work' with absenteeism behaviour occurring in a particular time and period can not be taken granted for predicting any sort of relationship unless the same pattern could occur very consistently in all times and periods in ones' life in the context of work. Therefore, since insignificant relationship of 'need satisfaction through work'-facet with absenteeism behaviour has been found more frequently so, the hypothesis Ho8, i.e. need satisfaction through work-facet will not influence employees absenteeism (see page 34) stands accepted.

The second personal factor that is importance attached to work has also been found to be highly uncorrelated with the absenteeism frequency occurred in 1987, 1988, 1989 and their average as the correlational values obtained are ranged from $r=.051$ to $r=.107$ are insignificant. It is, therefore, found that Ho9, i.e., 'importance attached to work' will not

be related to absence from work behaviour has been rendered accepted.

The third factor, i.e., work identification is emerged from the composite scores of the two above factors discussed. This psycho-personal characteristic having correlated with the absenteeism scores of the three consecutive years separately and with their average as well obtained correlational values as low as $r = -.029$ and as large as $r = .120$ which have statistically been found highly insignificant to elicit any relationship between the factors correlated, hence, H_{010} , i.e., work identification will not influence absenteeism (see page no.34) has been found accepted.

Other personal characteristics (Table 3.2) which have been correlated with absenteeism behaviour are 'friendliness with co-workers', 'respect from supervisor and co-workers', 'feeling of worthiness at work', 'perceived relationship with supervisors and co-workers', 'age', and 'job-tenure'. Having correlated 'friendliness with co-workers' with absenteeism behaviour occurring in all the three consecutive years -- 1987, 1988, 1989 and their average as well, the correlations obtained are $r = .007$, $r = .093$, $r = .030$ and $r = .085$ respectively that have been statistically found insignificant. Hence, hypothesis H_{011} that is friendliness with co-workers will not be having any influence on absenteeism is accepted.

The factor of 'respect from supervisor and co-workers' has not been found significantly related with absenteeism behaviour happened during all the three consecutive years as well as with the average absence frequency of 1987, 1988 and 1989. Since all the coefficient values have been obtained insignificant (Table 3.2) which indicated that perceived employees feeling of respect from supervisor and co-workers and absenteeism behaviour are unrelated to each other. Therefore, Ho12 (page 34) stands accepted.

'Perceived feeling of worthiness at work' is a personal factor experienced by an employee within the organizational context. The relationship of this factor has been found similar to the above results as coefficient values $r = -.061$, $r = .070$, $r = .048$, and $r = .049$ corresponding to 1987, 1988, 1989 and the average respectively are quite low which fail to account for any relationship between the two factor. Therefore, the results advocate for the acceptance of the hypothesis Ho13 that perceived feeling of worthiness will not affect the behaviour of absenteeism.

Employees perceived relationship with supervisors and co-workers' has been tested to find out its relationship with absenteeism behaviour and the correlations obtained are -- $r = .040$ $r = .023$, $r = .040$ and $r = .041$ for 1987, 1988, 1989, and

average respectively as shown in Table 3.2 and these have been found statistically very low values that bear no rationale to prove any relationship between 'perceived relationship with supervisor and co-workers' and 'absenteeism behaviour'. Thus, Ho14 hypothesis stands accepted.

Table 3.2 also indicates the relationship of the two biographical variables, i.e. age and job-tenure with absenteeism behaviour. The relationship of employees age with absenteeism behaviour has been found to be very low hence, hypothesis Ho15 is accepted.

Job tenure could not be found significantly related to employees behaviour of absenteeism and all the calculated values $r = -.043$ (1987), $r = .014$ (1988), $r = -.057$ (1989), and $r = -.017$ (average) have been found very low, therefore, hypothesis Ho16 that is, 'job-tenure will not influence the behaviour of staying away from work' is being accepted.

Table 3.3 and Table 3.4 record various organizational as well as personal factors respectively as these are found to be the reported sources of absenteeism. In these two tables-one pertaining to organizational and the other relating to personal factors, the probable chances of avoidability have been classified into three categories. These are 1) percentage of employees' perceived absence

Table 3.3

Showing percentage of employees giving reasons to the various organizational factors as the Source of Absenteeism.

Factors	Employees Percentage (From Total Sample)	Percentage of Employees Perceived the Factor Avoidable	Percentage of Employees Perceived the factor Unavoidable	Percentage of Employees Perceived neither avoidable nor unavoidable
1. Autocratic Supervision	(N=38) 13%	(N=16) 42.10	(N=7) 18.42	(N=15) 39.47
2. Unfair Boss	(N=34) 11%	(N=15) 44.11	(N=4) 11.76	(N=15) 44.11
3. Untrust worthy co-workers	(N=18) 6%	(N= 8) 44.44	(N=0)	(N=10) 55.55
4. Insecure job	(N=73) 25%	(N=41) 56.16	(N=13) 17.80	(N=19) 26.02
5. Limited promotional opportunities	(N=114) 38%	(N=63) 55.26	(N=21) 16.15	(N=30) 26.31
6. Unfair Promotion Policy	(N=130) 44%	(N=96) 73.84	(N=21) 16.15	(N=13) 10.00
7. Poor organizational prestige	(N=87) 29%	(N=50) 57.47	(N=17) 19.54	(N=20) 22.98
8. Inconvenient working hours	(N=196) 66%	(N=125) 63.77	(N=21) 10.71	(N=50) 25.51
9. Poor organizational conditions	(N=95) 32%	(N=50) 52.63	(N=17) 17.89	(N=28) 29.47

causing factor as avoidable, 2) percentage of employees' perceived absence causing factor as unavoidable, and 3) percentage of employees' perceived absence causing factor as neither avoidable nor unavoidable. The percentages of employees have been given in these three categories depicting level of avoidability though, each factor contained in the Tables have been found to be the sources of absenteeism.

In Table 3.3 nine organizational factors have been listed and against each factor employees' percentage (and N also) considering these factors as the source of absenteeism have been given and moreover, in the three categories of the

levels of avoidability given against each factor percentages have also been given.

It is clear from the Table 3.3 that only inconvenient working hours (Factor 8) have been reported by the majority of the employees that is 66 percent (N=196) of the total sample as the source of absenteeism. Among these attributing inconvenient working hours as the determiner of absenteeism, a large chunk of them that is, 63.77 percent (N=125) have reported the factor avoidable but still they preferred to remain absent. Only 10.71 percent (N=21) of them perceived the factor unavoidable and a good number of employees i.e. 25.51 percent (N=50) stand neutral.

Apart from the Factor 8, other remaining organizational factors could not receive the sanction of the majority of the employees as the source of absenteeism as the percentage varied from 6 percent (N=18) for Factor 3 to 44 percent (N=130) for Factor 6. To some extent factor 5, and Factor 6, having 38 percent (N=114), and 44 percent (N=130) respectively can be considered as the sources of absenteeism as good number of percentage of employees reported these as absence causing factors, though the approval from the majority of the sample have not been witnessed.

From amongst the employees (44 percent, N=130), a thumbing majority that is, 73.84 percent (N=96) have reported to 'unfair promotion policy' (Factor 6) as an avoidable factor yet they remained absent. 16.15 percent (N=21) have reported this factor unavoidable whereas, a very low percentage i.e., 10 percent (N=13), could not reported the absence causing factor either avoidable or unavoidable (Table 3.3).

'Limited promotional opportunities' (Factor 5) has also been perceived by majority of these employees i.e., 55.26 percent (N=63) as an avoidable instance. Only 18.42 percent have attributed this factor as an unavoidable whereas, 22.98 percent (N=20) of these employees stand in the mid way and remained in the state of confusion to classify it either in the category of avoidability or unavailability.

Similar to the above description of results, Table 3.4 depicts the strength of various personal factors as the sources of absenteeism and their perceived chances of being avoided or unavaoided. In the Table ten-personal factors have been given. Amongst these factors, 'inadequate formal expenses' (Factor 10), 'domestic problem' (Factor 2), and 'illness' (Factor 1) have emerged important for the employees as the sources of absence behaviour. The sample percentage

Table 3.4

Showing percentage of employees giving reasons to the various personal factors as the source of absenteeism.

Factors	Employees Percentage (From Total Sample)	Percentage of Employees Perceived the Factor Avoidable	Percentage of Employees Perceived the factor Unavoidable	Percentage of Employees Perceived neither avoidable nor unavoidable
1. Illness	(N=150) 50%	(N=84) 55.40	(N=14) 9.45	(N=52) 35.13
2. Domestic Problems	(N=166) 56%	(N=72) 43.37	(N=23) 13.85	(N=71) 42.77
3. Difficulty in getting on time	(N=145) 49%	(N=83) 57.24	(N=19) 13.10	(N=43) 29.65
4. Local events of interests	(N=91) 31%	(N=35) 38.46	(N=24) 26.37	(N=32) 35.16
5. Feeling Depressed	(N=80) 27%	(N=33) 41.25	(N=14) 17.51	(N=33) 41.25
6. Personal engagements	(N=105) 35%	(N=52) 49.52	(N=19) 18.09	(N=34) 32.38
7. Illness of family members and of their relations	(N=77) 26%	(N=32) 41.55	(N=11) 14.28	(N=34) 44.15
8. Frustration	(N=44) 15%	(N=20) 45.45	(N=4) 9.09	(N=20) 45.45
9. Lack of interest in work	(N=81) 27%	(N=34) 41.97	(N=6) 7.40	(N=41) 50.61
10. Inadequate formal expenses	(N=186) 62%	(N=100) 53.76	(N=31) 16.66	(N=55) 29.51

given in the table are 62 percent (N=186), 56 percent (N=166), and 50 percent (N=148) corresponding to 'inadequate for formal expenses' (Factor 10), 'domestic problems' (Factor 2), and 'illness' (Factor 1) respectively reported these factors as the most probable sources of absence from work behaviour. Having reported the overall percentage of the employees from amongst the total sample pinpointing most likely sources of absenteeism now, it is pertinent to give a description of employees perception of avoidability and unavoidability regarding the factors emerged as the absenteeism sources. A personal factor namely, 'inadequate

formal expenses' (Factor 10) was attributed by almost majority of the employees (62%) and amongst these 53.76 percent (n=100) reported that this absence causing situation could have been avoided, a meagre percentage i.e. 16.66 percent (N=31) reported this absence causing situation as unavoidable where as, a good percentage of employees i.e., 29.56 percent (N=55), remained undecided to put Factor 10 either in the category of avoidability or unavoidability.

Domestic problem (Factor 2) a most important personal factor was found to have the sanction by majority of the employees (56%) as being the source of absenteeism. A large chunk of these employees (N=72, 43.37%) reported that absenteeism caused by domestic problem could have been avoided, whereas, almost similar size of employees (N=71, 42.77%) emphasized absence behaviour merely as a consequence of being undecided and a low percentage i.e., 13.10 percent (N=19) reported the situation as unavoidable (Table 3.4).

One more personal factor i.e., employee's 'illness' was reported by atleast 50 percent (N=150) of the sample population. Out of these 50 percent, almost 55.40 percent (N=84) reported that in most of the instances absence caused by illness could have been avoided, a little number of percentage of employees i.e., 9.45 percent (N=14) perceived illness as unavoidable source of absence whereas, a good percentage of employees (N=52, 35.13%), still remained at the

cross road and consequently fail to decide whether absence caused by illness could have been avoided or unavoided in the context of their past experiences and present situations.

Apart from the above personal factors causing absenteeism, one more factor i.e., 'difficulty in getting on time' (Factor 3) also seems to be an important personal characteristic causing absence from work. Almost 49 percent (N=145) of the total population attributed this factor as a determiner of absenteeism. A large chunk of these employees i.e., 57.24 percent (N=83) advocated that the absence caused by factor 3 could be avoided, and only 13.10 percent (N=19) reported that the absence could not have been avoided, and remaining percentage of employees i.e., 29.65 percent (N=43), yet remained undecided.

As reported above that Table 3.4 keeps on record almost 10 personal factors and out of these only 4 factors namely 'inadequate formal expenses', 'domestic problems', 'illness', and 'difficulty in getting on time' have been found important for determining employees behaviour of absenteeism. The remaining factor Nos.4, 5, 6, 7, 8 and 9 could not be found as the determiners of absenteeism as insufficient percentage of employees ranging from maximum to 35 percent to minimum 15 percent attributed these factors as the sources of

absenteeism, hence, comprehensive description of these does not seem to be necessary.

In the present study an attempt was also made to find out the behavioural consistency related to industrial absenteeism. It has already been mentioned earlier that number of days absent in the three consecutive years from 1987 to 1989 have been recorded for each employee separately, therefore, consistency in absence behaviour of each employee has been obtained by using the most appropriate statistics i.e., Chi-square. Consistency in the phenomenon of absence behaviour for both male and female have been calculated separately and the chi-square values of both male and female have been given in the Table 3.5 and 3.6 respectively.

Table 3.5

Showing consistency of absence behaviour of each male employee of the sample calculated by chi-square.

S.No.	χ^2 value	Level of significance
1.	0.46	Insignificant
2.	0.10	"
3.	0.87	"
4.	0.04	"
5.	5.16	"
6.	0.00	"
7.	5.44	"
8.	0.10	"
9.	2.25	"
10.	0.00	"
11.	0.00	"
12.	0.00	"
13.	0.65	"
14.	0.20	"
15.	0.72	"

16.	0.10	"
17.	0.61	"
18.	1.71	"
19.	0.10	"
20.	0.22	"
21.	0.40	"
22.	0.11	"
23.	0.65	"
24.	0.80	"
25.	0.00	"
26.	0.38	"
27.	0.39	"
28.	0.47	"
29.	0.65	"
30.	1.76	"
31.	5.44	"
32.	5.19	"
33.	0.22	"
34.	0.43	"
35.	0.40	"
36.	3.42	"
37.	0.46	"
38.	8.52	Significant at .05 level
39.	10.36	Significant at .01 level
40.	0.40	Insignificant
41.	0.00	"
42.	3.44	"
43.	0.04	"
44.	0.50	"
45.	0.69	"
46.	1.80	"
47.	2.50	"
48.	0.50	"
49.	0.02	"
50.	0.37	"
51.	6.25	Significant at .05 level
52.	0.22	Insignificant
53.	0.50	"
54.	0.40	"
55.	0.73	"
56.	3.44	"
57.	0.80	"
58.	0.22	"
59.	0.88	"
60.	0.66	"
61.	0.06	"
62.	0.35	"
63.	0.40	"

64.	0.40	"
65.	0.10	"
66.	5.44	"
67.	2.44	"
68.	0.00	"
69.	1.76	"
70.	0.00	"
71.	1.38	"
72.	3.38	"
73.	0.25	"
74.	0.00	"
75.	6.00	Significant at .05 level
76.	6.00	"
77.	0.00	Insignificant
78.	0.00	"
79.	0.05	"
80.	1.05	"
81.	0.00	"
82.	0.05	"
83.	6.00	Significant at .05 level
84.	6.00	Insignificant
85.	2.08	"
86.	6.01	Significant at .05 level
87.	2.00	Insignificant
88.	0.00	"
89.	0.04	"
90.	1.68	"
91.	0.82	"
92.	6.00	Significant at .05 level
93.	0.21	Insignificant
94.	0.00	"
95.	6.00	Significant at .05 level
96.	2.12	Insignificant
97.	2.00	"
98.	4.94	"
99.	6.01	Significant at .05 level
100.	6.00	"
101.	2.32	Insignificant
102.	6.00	Significant at .05 level
103.	0.00	Insignificant
104.	1.60	"
105.	6.00	Significant at .05 level

Table clearly indicates that out of 105 male employees only 13 cases (12.48 percent) have been found to have obtained significant chi-square values whereas, 92 cases (87.52%) have been found to have been rendered statistically insignificant. The results obtained explicitly indicate that a larger chunk of employees have a consistency in their absence behaviour because chi-square values failed to determine any significant difference in the absence rate during the three consecutive years (Table 3.5). Therefore, on the basis of the consistency in the pattern of absenteeism during the past considerable years, the employees absence behaviour can be predicted for their present and future absence behaviour.

As against the above description, a few chi-square values have been found significant which is an indicative of unstable tendency of workers regarding absenteeism behaviour. The subjects with the serial numbers, 38, 39, 51, 75, 76, 83, 86, 92, 95, 99, 100, 102, and 105 (Table 3.5), do not have consistency in their absence behaviour in three consecutive years. Hence, the future mode of absence behaviour of the above mentioned serial numbered production line male workers can not be predicted from their past absence record.

Table 3.6

Showing consistency of absence behaviour of each female employee of the sample calculated by chi-square.

S.No.	χ^2 value	Level of significance
1.	0.77	Insignificant
2.	1.19	"
3.	0.96	"
4.	0.50	"
5.	0.12	"
6.	1.17	"
7.	0.24	"
8.	9.66	Significant at .01 level
9.	0.46	Insignificant
10.	9.66	Significant at .01 level
11.	0.65	Insignificant
12.	0.00	"
13.	1.50	"
14.	0.00	"
15.	0.73	"
16.	0.89	"
17.	2.98	"
18.	0.00	"
19.	0.08	"
20.	0.00	"
21.	1.66	"
22.	4.20	"
23.	3.37	"
24.	1.36	"
25.	2.69	"
26.	1.16	"
27.	0.00	"
28.	0.40	"
29.	3.44	"
30.	0.61	"
31.	2.26	"
32.	1.32	"
33.	0.43	"
34.	0.35	"
35.	3.73	"
36.	2.98	"
37.	2.12	"
38.	0.90	"

39.	3.05	"
40.	3.03	"
41.	1.28	"
42.	0.63	"
43.	0.50	"
44.	3.03	"
45.	1.02	"
46.	3.27	"
47.	0.40	"
48.	0.82	"
49.	1.53	"
50.	0.56	"
51.	0.61	"
52.	0.10	"
53.	0.82	"
54.	0.46	"
55.	0.82	"
56.	1.29	"
57.	2.32	"
58.	0.50	"
59.	2.77	"
60.	2.03	"
61.	8.48	Significant at .05 level
62.	0.97	Insignificant
63.	1.16	"
64.	1.16	"
65.	1.16	"
66.	1.53	"
67.	1.61	"
68.	3.50	"
69.	0.82	"
70.	1.57	"
71.	0.50	"
72.	0.10	"
73.	0.28	"
74.	1.96	"
75.	0.53	"
76.	3.64	"
77.	4.81	"
78.	0.24	"
79.	1.80	"
80.	1.86	"
81.	1.21	"
82.	0.05	"
83.	1.44	"
84.	0.85	"
85.	0.24	"
86.	3.38	"
87.	2.62	"
88.	4.08	"

89.	0.51	
90.	1.77	
91.	2.77	"
92.	0.28	"
93.	2.00	"
94.	1.05	"
95.	2.36	"
96.	2.32	"
97.	3.07	
98.	6.00	Significant at .05 level
99.	2.22	Insignificant
100.	2.62	"
101.	0.25	"
102.	1.66	"
103.	3.96	"
104.	0.00	"
105.	0.92	"
106.	0.09	"
107.	0.12	"
108.	1.05	"
109.	0.05	"
110.	2.62	"
111.	0.85	"
112.	0.78	"
113.	0.82	"
114.	0.82	"
115.	0.01	"
116.	0.08	"
117.	0.89	"
118.	0.31	"
119.	0.22	"
120.	0.33	"
121.	0.05	"
122.	1.45	"
123.	0.23	"
124.	2.74	"
125.	0.71	"
126.	0.06	"
127.	0.98	"
128.	0.12	"
130.	0.55	"
131.	0.94	"
132.	1.17	"
133.	0.26	"
134.	2.44	"
135.	3.07	
136.	6.01	Significant at .05 level
137.	1.05	Insignificant
138.	0.12	"

139.	0.85	"
140.	0.72	"
141.	2.00	"
142.	0.33	"
143.	0.19	"
144.	0.00	"
145.	0.23	"
146.	1.00	"
147.	1.55	"
148.	1.05	"
149.	0.03	"
150.	0.48	"
151.	0.48	"
152.	0.69	"
153.	1.05	"
154.	0.09	"
155.	0.44	"
156.	0.12	"
157.	0.77	"
158.	6.03	Significant at .05 level
159.	0.85	"
160.	0.32	"
161.	2.83	"
162.	1.55	"
163.	1.06	"
164.	0.01	"
165.	2.32	"
166.	0.33	"
167.	0.00	"
168.	0.21	"
169.	1.05	"
170.	2.85	"
171.	3.05	"
172.	2.09	"
173.	6.01	"
174.	3.79	Insignificant
175.	6.01	Significant at .05 level
176.	2.00	Insignificant
177.	0.00	"
178.	6.01	Significant at .05 level
179.	1.53	Insignificant
180.	2.00	"
181.	2.00	"
182.	0.00	"
183.	6.01	Significant at .05 level
184.	1.59	Insignificant
185.	1.18	"

186.	0.00	"
187.	2.00	"
188.	0.00	"
189.	6.00	Significant at .05 level
190.	0.00	Insignificant
191.	0.00	"
192.	6.00	Significant at .05 level
193.	0.00	Insignificant
194.	0.00	"
195.	0.00	"

Similarly, Table 3.6 taps the chi-square values of female workers. Like male employees, female do have almost the same pattern of results. Out of N=195 female workers only 12 cases (6.15%) have been found to have obtained significant chi-square values and the remaining cases (93.85%) have obtained insignificant chi-square values. The same description of results stands here as have already been emphasized under Table 3.5.

Overall picture in the light of the Table 3.5 and Table 3.6 emerge that there is no difference in the absence pattern of male and female subjects. Hence, hypothesis Ho17 which states that there will be no relationship between employees past and present absenteeism behaviour (see page 34) stands rejected in case of both male and female workers.

CHAPTER IV
DISCUSSION OF RESULTS

Chapter IV

Discussion of Results

The present Chapter is aimed at interpreting the results. The description of results have already been presented in the preceeding Chapter III on which discussion of results will be based in this foregoing Chapter. For the purpose of interpreting the results the findings of the study have been classified into three sections which are given below:

- (1) Relationship of organizational variables with absenteeism.
- (2) Relationship of personal characteristics with absenteeism.
- (3) Consistency in absenteeism behaviour among male and female employees.

In accordance with the classified aforementioned sections, discussion of the results will follow the pattern in the present chapter.

Organizational Variables and Absenteeism

The results given in Table 3.1 are emphasizing the relationship of organizational variables with absenteeism. Table shows that seven organizational factors were taken for investigating their influences on employees staying away

behaviour from work. To come out with a very clear picture each organizational variable will be discussed separately but for the sake of discussion number of these factors can be taken simultaneously for making the discussion fruitful and well meaning.

Factor No.1: Amount of fringe and benefits

The factor of amount of fringe and benefits has been found unrelated to absenteeism as correlational values given in Table 3.1 are very low. It is imperative to mention here that fringe and benefits are given by the employer in order to provide working facilities and life comforts to the job incumbents and their dependents as well. Management generally provides benefits to their employees with the contentions that it will strengthen job attraction and will reduce detrimental influences at work though, here Factor 1 failed to elicit any effect on absence behaviour. In the light of the result it seems that amount of fringe and benefits in the form of subsidised cafeteria services and recreational club facility, etc., in the organization, as well as medical, transportation, and educational facilities, etc., outside the work place to the employees themselves and their dependents, do not seem to be adequate for enhancing employees' quality of life.

India has its unique culture where traditions are deep rooted in every one's life either they are old or young

though, there has always been the efforts of people to transform their traditional living into a modern life style. Such puzzling conditions enforce people to strike a balance between traditional and modern values and it consequently pushes men into a more complex and uncertain life network. Hence, fringe and benefits received by an employee which could have been sufficiently enough for the employee and his dependents are not found adequate because of relatively greater moral responsibility on the employee arising out of a very close intra-family relationships.

Factor No.2: Amount of freedom at work.

This factor is found to have no relationship with absenteeism (Table 3.1). Amount of freedom at work refers to the work atmosphere that to what extent an individual gets freedom or liberty at work in order to carry on his work activities in a free, supportive and joyful working environment. Such an environment at work is a necessary condition for establishing work attractiveness. In HMT-Srinagar, production line employees work under a very strict bureaucratic supervision, hence, employees in such work conditions are forced to become quite regular and disciplined but even then they enjoy almost maximum permissible leaves which generally seem to be the employees escaping behaviour from strict bureaucratic work environment. Therefore, on one hand bureaucratic management functions control absenteeism

upto a manageable extent and on the other employees' enjoy their maximum permissible leaves as a matter of right hence, the nature of work environment obliterate the significant relationship of 'amount of freedom at work' with the rate of absenteeism (Table 3.1).

In view of the above discussion, it is imperative to emphasise that sometimes bureaucratic work atmosphere is most likely to hamper in internalizing job responsibilities, duties, and organizational objectives. Strict bureaucratic environment keeps a man standing at a cross road which at its best may transform employees into a well disciplined and productive worker and at its worst it may turn an employee into a rebellion one, chronic absentee, and further, such condition may cause for high employees turnover too.

Factor No.3: Opportunity to learn new things at work.

Like other organizational factors, 'opportunity to learn new things at work' has not been found influencing absenteeism (Table 3.1). The obtained result is not beyond logic as the nature of employees' work at the production line is purely of a routine type which does not even pose challenge for the job incumbents. Moreover, since people work under strict bureaucratic work environment so they can't even think to aspire for the avenues to learn some new task. The nature of bureaucratic system is evident from the condition

that when an employee is appointed for a particular task then he has to strictly perform his work activity and has to strictly follow all rules and regulations of the organization pertaining to work. If anyone likes to entertain his family members, friends from outside etc., on his own will at work then he can not do unless the permission is sanctioned from the competent authority. Therefore, employees working at the production line under the condition of strict bureaucratic work environment hardly think or bother for getting any opportunity to have learn new things at work. This is the reason that factor No.3 and absenteeism have been found independent to each other.

Factor No.4: Autonomy to accomplish something worthwhile at work.

In the routine type of job accomplishing something worthwhile is a difficult rather impossible task. The employees in the present investigation have been taken from the production line where the task is routine, unchallenging, and psychologically speaking the task usually become highly monotonous. Thus, employees involved in the task of routine nature hardly get opportunity to 'accomplish something worthwhile at work' hence, this factor has no influence on the behaviour of absenteeism (Table 3.1).

The present findings regarding the relationships of Factor 3 and 4 with absenteeism (Table 3.1) seem to be contrary to the notions of the results of Baum, Blood, and Stuart (1975) as they contended that control policy based on legal compliances significantly improved attendance and performance.

Factor No.5: Participation in decision making.

At the present moment modern organizations are highly emphasizing on the participative type of management where participation in decision making has been given foremost importance. And it is believed that employees participation in decision making make them held responsible for various work activities in which they are themselves involved. This mechanism of giving participation to employees in decision making keeps employees job involved and make them feel important which consequently arouse among them the perception of high job attraction. Since employees taken in this study have been working under strict bureaucratic supervision as have already been emphasized time and again in the preceeding writings so, employees participation in decision making being very low or rather impossible under such conditions enforce job incumbents not to think of getting participation in decision making and hence, this factor has been found unrelated to absenteeism. The trend of result is not in consonance with the observations made by Bhatia and Valecha

(1981) in the light of the various research findings that employees' participation in decision-making is the best way for reducing absenteeism.

Factor No.6: Amount of job security.

Job security does not merely provide guarantee to the job itself but it also assures employees' needs fulfilment. This factor on one hand keeps some employees stress-free atleast from the point of view of the job itself and this condition is likely to develop and enhance job motivation, and satisfaction among job incumbents for the net probable outcome of employees' higher productive efficiency whereas, on the other hand, job security may keep one highly relaxed with relatively lesser concern for the job. The latter condition is most likely to prevail among the production line workers taken in this study as majority of them enjoy job security and remain thoroughly stress-free and consequently less concerned with their job. Hence, Factor No.6 i.e., job-security and absence from work behaviour have been found independent to each other (Table 3.1). The obtained result failed to prove the finding of Ugur (1982) that inadequate or unsatisfactory promotional opportunities as well as job insecurity are likely to be the attributes of high absenteeism among white-collar workers and insufficient supervision and selfishness among co-workers have been found

important source of absence from work among blue-collar workers.

Factor No.7: Income.

Like job security employees income has also been found to be very low correlated with absenteeism (Table 3.1). Since, job security and income are almost highly interrelated as job security ensures regular income so, the explanation for income being unrelated to absenteeism stands the same as given in the context of job security.

The studies of Ugur (1982), and Brook and Price (1989) have presented no support to the finding of the present investigation as the former researcher has depicted inversely significant relationship of pay with absenteeism.

In continuation of the above discussion it is evident from Table 3.3 given in the Chapter III that certain organizational variables have been found to be the sources of absenteeism. From amongst the noted nine organizational variables only one variable, i.e., 'inconvenient working hours' has been found to be the source of absenteeism for majority of employees (i.e., 66% of the total sample). It is further found that a thumbing majority (63.77%) of these employees perceived this factor avoidable but even they remained absent and a very few people found the factor unavoidable (10.17%).

Similarly, the other factors like 'unfair promotion policy', 'limited promotional opportunities', and 'autocratic supervision', found important organizational variables leading to absence behaviour which have been reported by a good number of people though, not in majority (Table 3.3). Overall picture which emerges from the findings is quite gloomy because as a result of poor work atmosphere what absence causing factors could have been avoided in a normal case have been found to be the source of absenteeism. The present finding is the reflection of the same above mentioned poor and strict bureaucratic work environment.

Apart from the above organizational factors discussed, there are other factors too which have been found as absence causing sources but have not been reported by the good percentage of employees are -- 'unfair boss', 'untrustworthy co-workers', 'insecure job', 'poor organizational prestige', and 'poor organizational conditions'. It is important to highlight the major trend which is evident from the Table 3.3 is that whatever the percentage of people (i.e., below 33% but not less than 6%) attributing these factors as the source of absenteeism but majority of them attributed these as avoidable absence causing factors yet employees preferred to get abstained from work.

Personal Characteristics and Absenteeism

Table 3.2 contains the description regarding the relationship of personal factors with absenteeism. Almost 9 personal factors have been given in the table. The first three factors are psycho-personal variables and the remaining factors pertain to employees' social needs and their biographies. Comprehensive discussion of the results obtained follow.

Factor No.1: Need Satisfaction Through Work And Absenteeism.

It has already been emphasized at several places in the preceeding discussion that strict bureaucratic climate seems to be the major source of absenteeism. Almost every employee exhibits an escaping reaction against strict bureaucracy and hence, enjoy most of the legitimate leaves without showing any care and concern for the organization and this is the reason that need satisfaction through work (NSTW)-facet even being adequate has not been found to elicit any relation with absence behaviour.

Factor No.2: Importance Attached To Work And Absenteeism.

Importance attached to work (IATW) - facet is an outcome of the socialization process. In the process of socialization individual learns to give value to work by developing attitude towards the phenomenon of working. When an individual enters a vocation of his interest and aptitude

then he is likely to give more importance to his work which may create desire to stay at work. It is imperative to point out here that job interest and aptitude are not always the prevalent reasons for job attraction but sometime a few entities of the organization either reduces job attraction or become instrumental for absence behaviour. It is evident from the Table 3.2 that IATW is unrelated to absenteeism here, the explanation to the above result remains the same as have already been given in the context of the finding of Factor I (NSTW).

Factor 3: Work Identification And Absenteeism.

Work identification being an outcome of the composite scores of its two-facets namely, (1) need satisfaction through work, and (2) importance attached to work and like these two-facets work identification as a whole has also been found to be unrelated to absenteeism (Table 3.2). The pattern of result is most likely occurred because of the faulty managerial practices as explained in the context of the discussion of the above two facets of work identification.

Factor No.4: Friendliness With Co-Workers And Absenteeism.

'Friendliness with co-workers' is found to be uncorrelated with absenteeism. The result obtained seems to be the consequence of moderate level of employees' relationship with co-workers which neither tide them together

in a well-organized formal group nor increasing disintegration among these employees is witnessed. Moderate type of interpersonal relationship among co-workers in conjunction with bureaucratic supervisory styles seems to be the consequence of insignificant low correlation with employees' absence behaviour (Table 3.2).

Factor No.5: Respect From Supervisor And Co-workers And Absenteeism.

It has just been mentioned above that 'friendliness with co-worker' is unrelated to absenteeism and the reasons for it have also been pointed out. Similarly, the factor of 'respect from supervisor and co-workers' has also been obtained unrelated to absenteeism. The reasons for a very low relationship between the factor, i.e., 'respect from supervisor and co-workers' and absenteeism are almost the same as have already been discussed in the context of factor No.4 (Table 3.2). But it is further important to emphasize that co-workers definitely seem to pay respect to their fellow workers which seems to be merely a formal behaviour of employees for each other and on the other hand, supervisors-subordinates relationship is found to be implicitly very poor because of the bureaucratic supervisory styles. Hence, low relationship between 'respect from supervisor and co-workers' and absenteeism have been found.

Factor 6: Feelings of Worthiness At Work and Absenteeism.

The job of the employees at production line is quite routine and unchallenging and this is the reason that employees with their work activities have been found to be moderately satisfied but it in no way provides them the feelings of worthiness out of their work activity hence, the relationship as mentioned in Table 3.2 has been found unrelated to absenteeism.

Factor 7: Perceived Relationship with Supervisors and Co-Workers and Absenteeism.

Relationship of factor 7 i.e., 'perceived relationship with supervisors and co-workers' with absenteeism is not sufficiently related to each other as shown in Table 3.2. The reasons for obtained insignificant relationship are almost similar to the reasons already given in the context of factors 4 and 5. As factor No.4 (i.e., friendliness with co-workers), and factor No.5 (i.e., respect from supervisors and co-workers) are almost identical to the present factor under discussion i.e., perceived relationship with supervisors and co-workers so, in the opinion of the present investigators, interpretation of the same stands sufficiently valid as given while explaining factor 4 and 5.

Overall picture of the findings of Factor 4, 5 and 6 have the notion of support from the obtained findings of Cheloha and Farr (1980), and Hackett and Guion (1985) that absenteeism and satisfaction are unrelated whereas, Taylor (1985); and Laldas (1984) advocated significant relationship of job satisfaction, work itself, interpersonal relationship with absenteeism, hence, latter studies do not support the present finding.

Factor No.8: Age and Absenteeism.

Absenteeism as a function of age is not found significant (Table 3.2). It is important to emphasize while discussing the result that employees taken in this investigation are quite young as both male and female are around the age of 30 years. At this very age young boys and girls faces tremendous psycho-social problems which sometimes force them to stay away from work but organizational bureaucracy to some extent keeps them duty-bound hence, significant relationship is found to be obliterated.

Factor No.9: Job Tenure and Absenteeism.

Like age, job tenure is also found to be low correlated with absenteeism (Table 3.2) as average job tenure of male is 8.17 years while females' job tenure is 9.53 years corresponding to average monthly income of Rs.2130/47 and Rs.2385/12 respectively are not sufficient enough to cater

the needs of, on an average, 5 to 6 dependents. All these overall conditions make them stressful and frustrated but strict rules neutralize the reactions of frustrations and channelize the behaviour of employees in a normal stream and consequently only permissible leaves are enjoyed by the workers but very freely as a matter of right. Thus, numerous above-mentioned factors either independently or in conjunction with each other seem to be intervening between the relationship of job tenure and absenteeism hence, the relationship between these two have been found to be unrelated.

Extending the discussion it is necessary to mention Table 3.4 that also covers personal factors. It is very clear from the Table 3.4 that factors like 'illness', 'domestic problems', 'difficulty in getting on time', 'local events of interests', 'feeling depressed', 'personal engagements', 'illness of family members and of other relation', 'frustration', 'lack of interest', and inadequate formal expenses, have also been studied and it has been found that illness, domestic problem, inadequate formal expenses, and to some-extent difficulty in getting on time have been reported by the majority of the sample as the sources of absenteeism and majority of these attributed the absence causing factor avoidable but even then they remained absent. On the other hand, it is also evident from the Table 3.4 that relatively

very low percentage of people have attributed the absence causing situation as unavoidable.

The above trend of results clearly emphasize that why people preferred to remain absent from work even in the situation which they could have avoided without much problem. To the mind of the present investigator the major shortcomings seem to be in the organizational functioning. The reasons which have been pointed out, time and again, in the preceeding writings stand true here also.

Consistency In Absence Bheaviour Among Both Male and Female Employees:

It is evident from the findings given in the Table-3.5, and 3.6 that almost a larger chunk of both male (N=92/105, i.e., 87.52%) and female workers (N=183/195 i.e., 93.85%) of the sample group have shown consistency in their frequency rates of absenteeism during the periods of three consecutive years. On the basis of the consistency in absence behaviour a criterion may be evolved for isolating chronic absentees from general absentees. Moreover, employees absence behaviour in future can be predicted in the light of the employees consistent absence records. Our findings are in the line of the results reported by Breugh (1981) and Keller (1983) that present absence behaviour can be ~~predicted from the~~ previous absenteeism records.

The reasons for consistency in behaviour seems to be an outcome of habit formation which develops among both men and women with their increasing age and experiences during the process of socialization. Work related behaviour are not merely determined by the work itself and the work environment at large, but the process of inculturation right from the early childhood, especially, in the adulthood, plays a significant role. Socialization and inculturation process as contended by Freud inculcates attitude towards work and this in turn helps to develop habits and occupational values. Behavioural habits and values attached to work become more prevalent with the individuals' more practical adulthood experiences when encountered with the work itself and with its total physical environment.

One would be definitely agreeing with the contention of the author of the present report that the nucleus of the formation and development of all attitudes, reactions, and habits is the social environment but the size of the nucleus broadens when an individual gets associated with the work organization and the area of environment become wide enough, hence, the change in the area of environment can be referred as the perceptible change in the size of the nucleus and accordingly experiences give rise to the development and formation of attitudes, reaction, habits etc.

CHAPTER V
CONCLUSIONS AND SUGGESTIONS

CHAPTER V

CONCLUSIONS AND SUGGESTIONS

In the preceding Chapters III & IV a detailed description of results and their interpretations respectively have been given. The present chapter is endeavoured at highlighting the conclusions drawn from the study.

Conclusions will fall under three sections -- (a) relationship of organizational variables with absenteeism, (b) relationship of personal characteristics with absenteeism, and (c) level of consistency among both male and female employees. In accordance with the classification, the conclusions of this study are being presented in the forthcoming passages.

It is evident from the findings (Table 3.1) that all organizational factors, namely, amount of fringe and benefits; amount of freedom at work; opportunity to learn new things at work; autonomy to accomplish something worthwhile at work; participation in decision-making; amount of job security; and income have been found unrelated to absenteeism.

Further, conclusions are also drawn from the Table 3.3 regarding the significance of numerous other organizational variables for the causative influence on absenteeism. An

organizational variables, i.e, 'inconvenient working hours' has been found to be attributed by the majority of the workers as the major source of absenteeism. On the other hand a good number of employees though not in majority attributed to job insecurity; limited promotional opportunities; and poor organizational conditions as the considerable sources of absence behaviour. Irrespective of the size of percentages of the employees who emphasized to the numerous 9 factors as the source of absenteeism, almost majority of them admitted that absence causing factor could have been 'avoided' except the factors of 'autocratic supervision'; unfair boss; and untrustworthy co-workers which slightly fall to secure the sanction of the majority (Table 3.3).

Coming to the personal characteristics as the causative sources of absenteeism, it is concluded from the findings that all 9 personal factors -- need satisfaction through work; importance attached to work; work identification; friendliness with co-workers; respect from supervisors and co-workers; feelings of worthiness at work; perceived relationship with supervisors and co-workers; age; and job tenure have again been found unrelated to absence behaviour (Table 3.2) like organizational variables (Table 3.1).

Some more other personal factors have also been studied and discussed (Table 3.4) and out of 10 factors, three

factors -- inadequate formal expenses; domestic problems; and personal illness have been found important source of absenteeism as majority of the group of employees endorsed to these factors as most likely consequences of absenteeism (Table 3.4). One more personal factor is found to have its causative effect on absence behaviour, i.e., 'difficulty in getting up on time' which slightly escaped from getting the approval of majority as a significant source of absenteeism (Table 3.4). Here, it is imperative to mention that whatsoever the percentages of people attributed to various factors (Table 3.4) as absence causing agents but relatively a good percentage of them has been found to be believed that these absence determining factors could have been 'avoided' whereas, a very little number of job incumbents attributed to these factors as being 'unavoidable' sources of absenteeism (Table 3.4).

It is also concluded that since almost around ninety percent (90%) of the workers are found to have consistent rate of absenteeism during all the three consecutive years so, in the light of the emergence of a common pattern of behaviour it can be advocated that employees' present and future rate of absenteeism can be predicted from their past absenteeism records of both male (Table 3.5) and female (Table 3.6) employees.

CHAPTER VI
SUMMARY

At length, the investigator of the present study would like to stress upon the probable perceived importance of supervisory styles determining organizational climate and its work culture before writing a last word while concluding the findings of the thesis. To the author supervisory styles seems to be the important determiner of absenteeism as in the present investigation bureaucratic managerial functions have been observed in obliterating the relationship of numerous organizational variables and personal characteristics with absenteeism.

It is, therefore, suggested that future investigations must study supervisory styles in relation to absenteeism and according to the findings supervisors be trained for effective supervisory functions and in effect, maximum utilization of human resources will become possible which seems to be the last objective of any industrial organizational and nation for the potential economic growth.

SUMMARY

The present work is 'a study of organizational variables and personal characteristics as correlates of absenteeism'. This study seems to be the first of its kind in Indian context ⁱⁿ ~~in which~~ wide range of organizational and personal factors have been simultaneously studied in relation to absenteeism on the sample of production line workers.

The first chapter of the thesis presents the details of the concept of absenteeism. Moreover, it also discusses the significance of this study in the light of the available survey of literature on absenteeism.

In Chapter-I numerous approaches to the understanding of the phenomenon of absenteeism have been described. According to Vaid (1966) absenteeism is an unauthorized stay away from work. Chadwick, Brown, and Nicholson (1973) highlighted that absenteeism is a voluntary behaviour. In the opinion of the present investigator absenteeism means absenteeism irrespective of the controversy of authorised-unauthorised and voluntary-involuntary conditions. Stressing on the concept of absenteeism it has been emphasized that 'it has always been important for the employees to decide whether situations compelling for leave can be avoided or unavoided might seem to be largely dependent upon the values employees

give to their job. Higher the value attached to work, lesser the absence is likely to occur'. Having discussed the concept of absenteeism, a detailed description of relevant available survey of literature has been presented.

The second chapter describes the methodological and procedural aspects of the study. Both male (N=105) and female (N=195) employees were randomly selected from production-line of HMT, Srinagar. Tests were administered on employees and official help were sought for getting some more relevant informations. For analysing the data product-moment coefficient of correlation, chi-square, and averages were calculated.)

In the third, fourth, and fifth chapters results, discussion of results, and conclusions and suggestions respectively have been presented. Conclusions of the findings drawn fall under three sections -- (a) relationship of organizational variables with absenteeism, (b) relationship of personal characteristics with absenteeism, and (c) level of consistency among both male and female employees.

It was concluded from the findings that most of the organizational and personal factors found to be unrelated to absenteeism. A few organizational variables like inconvenient working hours, job insecurity, limited promotional opportunities, and poor organizational conditions, and some

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personal factors as inadequate formal expenses, domestic problems, and difficulty in getting up on time have been found important sources of absenteeism. It has also been concluded that since majority of both male and female employees have consistent rates of absenteeism during all the three consecutive years so, their present and future absence behaviour can be predicted from their past absenteeism records.

At length, the author has stressed upon the probable importance of supervisory styles that determine organizational climate and its work culture. In the present investigation bureaucratic supervisory functions have been observed in obliterating the relationship of various organizational and personal factors with absenteeism.

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APPENDICES

General Instructions To the Respondents

Dear Respondents,

Work life is the most important aspects of one's life. And the quality of work life determines work performance. Usually, poor quality of work life and other personal factors compell one to remain absent from work. Hence, the aim of the present endeavour is to study about the various aspects of the job you are doing, to know your views and opinions related to it. The data obtained from several segments of employees will help us to understand your work related problems and, however, to develop and suggest the mechanism to improve your quality of work life.

It is, therefore, important for you to extend your whole-hearted cooperation by giving your frank responses. Be sure, your responses will be strictly confidential and for that you are required not to write your name on the data sheet.

Thanking you for your participation.

NEELOFER AKHTAR
Research Scholar
Deptt. of Psychology
AMU Aligarh

Note: Please do not leave any question/statement unanswered

Appendix-I

Section A

A number of factors/statements are given below which may likely to be the sources of your absence from work. Against each factor/statement 'Yes' and 'No' responses categories have been provided. You are requested to encircle 'Yes' response category when you think that the factor/statement has been the source of your absence and encircle 'No' response category when it has not been the source of absence from work.

Moreover, it is for your kind notice that just below each factor/statement, a 5-point scale has been given ranging from 'Highly Unavoidable' to 'Highly Avoidable'. The responses on this 5-point scale is only required when the factor/statement is a source of absence from work. Please, respond on the scale in the manner given below: Encircle the scale value of '1' when absence causing factor is judged 'Highly Avoidable', encircle '2' when it is 'Avoidable', encircle '3' when it is 'Neither Avoidable' 'Nor Unavoidable'; circle '4' when it is 'Unavoidable'; and circle the scale value of '5' when the absence causing factor is 'Highly Unavoidable'.

Please read carefully and indicate your own frank responses to the factor/statement given below.

I remain absent from work when my work is:

1. Unchallenging

1-----2-----3-----4-----5

2. Routine

1-----2-----3-----4-----5

3. Boring

1-----2-----3-----4-----5

4. Unpleasant

1-----2-----3-----4-----5

5. Useless

1-----2-----3-----4-----5

6. Painful

1-----2-----3-----4-----5

7. Tiresome

1-----2-----3-----4-----5

8. Challenging

1-----2-----3-----4-----5

9. Endless

1-----2-----3-----4-----5

I remain absent from work because my Boss is

10. Autocrat

1-----2-----3-----4-----5

11. Impolite

1-----2-----3-----4-----5

12. Unfair

1-----2-----3-----4-----5

13. Uncooperative

1-----2-----3-----4-----5

14. Quick tempered

1-----2-----3-----4-----5

15. Prejudiced

1-----2-----3-----4-----5

16. Stubborn

1-----2-----3-----4-----5

I remain absent from work because the 'People with whom
I work are:

17. Manipulative

1-----2-----3-----4-----5

18. Unsocial

1-----2-----3-----4-----5

19. Self-centered

1-----2-----3-----4-----5

20. Untrustworthy

1-----2-----3-----4-----5

21. Diloyal

1-----2-----3-----4-----5

22. Competative

1-----2-----3-----4-----5

23. Uncooperative

1-----2-----3-----4-----5

I remain absent from work because 'Pay' I recieve is

24. Inadequate for normal expenses

1-----2-----3-----4-----5

25. Inadequate for providing luxuries of life

1-----2-----3-----4-----5

26. Insecure

1-----2-----3-----4-----5

27. Less than I deserve

1-----2-----3-----4-----5

I remain absent from work because the promotion in my job are:

28. Limited

1-----2-----3-----4-----5

29. Made on the basis of abilities and skill

1-----2-----3-----4-----5

30. Not at all

1-----2-----3-----4-----5

31. Based on unfair policy

1-----2-----3-----4-----5

I remain absent from my work because of

32. Minor illness (e.g. cold headache, upset stomach etc.)

1-----2-----3-----4-----5

33. Minor domestic problems (e.g. illness of family members) uncordial family relation).

1-----2-----3-----4-----5

34. Difficulty in getting up on Time

1-----2-----3-----4-----5

35. Local events of interest (e.g. cricket, soccer, and hockey matches etc.)

1-----2-----3-----4-----5

36. Feeling depressed

1-----2-----3-----4-----5

37. Serious overload of duties at work

1-----2-----3-----4-----5

38. Personal engagements during work hours (e.g., land/house purchase etc.).

1-----2-----3-----4-----5

39. Main disagreement with boss

1-----2-----3-----4-----5

40. Fear of accident to at work

1-----2-----3-----4-----5

41. Poor Organizational prestige

1-----2-----3-----4-----5

42. Inconvenient working hours

1-----2-----3-----4-----5

43. Poor organizational conditions

1-----2-----3-----4-----5

44. Your serious illness

1-----2-----3-----4-----5

45. Serious illness of your family members

1-----2-----3-----4-----5

46. Serious illness of your relatives/friends

1-----2-----3-----4-----5

47. Harsh leadership behaviour

1-----2-----3-----4-----5

48. Frustration

1-----2-----3-----4-----5

49. Less opportunity in decision making

1-----2-----3-----4-----5

50. Lack of interest in work

1-----2-----3-----4-----5

Appendix-II
Section B

The following statements pertain to your work. Against each statement a bracket is provided in which you have to endorse your response in a manner given below:

Assign 5 to the statements of 'High Agreement'
Assign 4 to the statements of 'Agreement'
Assign 3 to the statements for which you have
'Neutral' opinion.
Assign 2 to the statements of 'Disagreement', and
Assign 1 to the statements of 'High Disagreement'

1. I would always cherish what I am doing ()
2. Real pleasure, if there is any thing like, it comes only through my work.
3. My work can get me the recognition I want.
4. Most of my important needs can be satisfied through my work.
5. I have tremendous attraction for my work.
6. I feel I am a person who has got the most appropriate work for himself to do.
7. I attach most importance to my work.
8. My work is the most pleasant thing for me in the world.
9. I feel that my life is on the right track in this work.
10. My work and I are right match.
11. What I am is not different from my work.
12. I can achieve the things that I consider important in my life through my work.

Section - C

How satisfied are you with each of the following aspects of your job. Please, indicate your response by putting the number of your choice in the bracket given against each statement in the manner given below:

Very dissatisfied ...1

Dissatisfied	...2
Neutral	...3
Satisfied	...4
Very satisfied	...5

1. The fringe benefits you receive.
2. The friendliness of the people you work with.
3. The amount of freedom you have on your job.
4. The chance you have to learn new things.
5. The respect you receive from the people you work with
6. The chance you have to accomplish some thing worth while
7. The amount of pay you get.
8. The chance of you have to do something that makes you feel good about yourself as a person.
9. The way you are treated by the people you work with.
10. The chances you have to take part in making decisions.
11. The amount of job security you have.

Appendix-III

Biographical Information Blank

Please, furnish the following information:

Designation..... Department

Age Sex Urban/Rural

Length of service

Work Experience in the Present Position

No. of Promotions Earned

Marital Status (Married/Unmarried)...

No. of Dependents.....

Educational Qualification

Training Received, if any

General Health (very good, normal, poor, very poor)..

Absence Record

1. No. of days absent during the year 1987
Major reasons of absence if any
2. No. of days absent during the year 1988
Major reasons of absence if any
3. No. of days absent during the year 1989.....
Major reasons of absence if any